



BUSINESS ENGAGEMENT PLAN 2025 - 2029

Alameda County
Workforce Development
Business Services Unit

WWW.ACWDB.ORG

Alameda County Workforce Development Board Business Engagement Plan (BEP) Roadmap:

The Alameda County Workforce Development Board's (ACWDB) BEP Roadmap identifies objectives within quarters focused on providing a blueprint for ACWDB's Business Services Unit (BSU) for engaging with employers. Specifically, the BEP will help the BSU and other interest-holders, facilitate cross-sector partnerships that promote strategic engagement, alignment, leverage, and connection points to best curate opportunities for both businesses and job seekers. The BEP aims to ensure that businesses have access to talent within ACWDB's local area while providing value-added benefits to companies and organizations through available ACWDB resources and partnerships.

As a companion piece to ACWDB Business Engagement Model, the BEP serves as a catalyst for business coordination by connecting intentionally and engaging:

- Employer-facing partnerships such as organizations that host career fairs and other types of employer engagement events;
- Industry Associations, Chambers of Commerce, and Economic Development Agencies;
- Local government departments offering local hire employment initiatives and procurement opportunities for small businesses;
- Supply-side service delivery partners (serving job seekers);
- Demand-side industry and business need; and,
- Anchor institutions that stimulate economic growth through direct hire, strategic investments, and initiatives spurring procurement by small businesses.

ACWDB's BSU will be re-introducing the new Business Engagement Action Team (BEAT), (formerly the Alameda County Business Engagement Team), to create an intentional space for engaging in dialogue and accelerating aligned actions to connect business to talent, while identifying other methods for serving businesses. The BEAT will align efforts, resources, and initiatives, broker connections, organize priorities and communicate plans, coordinate outreach events, and create pathways and connections between businesses and talent.

BSU focuses on supporting economic vitality through networking, resource-sharing, advocacy, providing access to business resources, and by increasing visibility for business within the incorporated cities and unincorporated communities of Alameda County, using a "No wrong door" approach, information and referrals are offered to businesses along with navigation support to access the following ACWDB programs: Incumbent Worker/Customized Training program, , On-the-Job-Training (OJT), Rapid Response, Layoff Aversion, apprenticeship support, employer incentives, youth work experience, and other employer incentives and opportunities.



Acronym Color Key:

Strategic Engagement Roadmap

Acronym	Full Name	Color
ONG	On-Going	■■■
IP	In-Progress	■■■
X	Completed	■■■

Working in conjunction with local economic development offices, chambers of commerce, industry associations, and regional partnerships, ACWDB's BSU has the role of convening to align resources and work collaboratively on business talent-related issues impacting the local service delivery area.

This is the first iteration of the BEP/roadmap and is intended as a guide to inform of the ACWDB's BSU evolving activities. The BSU aims to continue assessing, promoting, sustaining, and growing the local economy through four primary high-level objectives:

1. Interest-holder Mapping and Outreach
2. Interest-holder Engagement and Collaboration
3. Interest-holder Re-engagement
4. Scaling Local Area Workforce Development Best Practices

The BEP roadmap identifies the projected achievements for each quarter over the course of a 4-year period, along with the process, tools, or resources necessary to achieve objectives.

OBJECTIVE I: Interest-holder Mapping and Outreach

Assessing the local economy.

Objective 1.1: Identify relevant interest-holders and key contacts within identified organizations and institutions.

Objective 1.2: Conduct an initial needs assessment with interest-holders to identify gaps and opportunities.

Objective 1.3: Re-evaluate and update outreach strategies, materials, and tools to sustain and increase employer engagement.

Objective 1.4: Develop business insights for partner and strategy development.

YEAR 1 - QUARTER 1 (JULY – SEPTEMBER)	OBJECTIVE 1.1: Identify relevant interest-holders and key contacts within identified organizations and institutions.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESSES / TOOLS / RESOURCES
1. Landscape scan completed and ongoing, as needed.	✓	✓		<ul style="list-style-type: none"> Review of local economic reports, assess and utilize CaJOBS, East Bay Economic Development Alliance, Centers of Excellence reports, and other labor market resources. Attendance at economic forecast events and human resources webinars. Landscape assessment and business feedback loops occur through follow-up from presentations to ACWDB committee chairs, local Chambers of Commerce, Economic Development offices, East Bay Small Business Development Center (SBDC), Alameda County Community Development Agency (CDA) Economic and Civic Development Department, industry associations, regional collaborative groups, and government bodies. These local resources lead to unique insights about employer need, business initiatives and populations of interest to companies, such as the re-entry population, veterans, and job seekers with disabilities, to name a few. Obtain formal and informal commitments to align work through regularly scheduled meetings, developing opportunities for Memorandums of Understanding (MOU's), evaluating and executing contracts, and identifying prospects to work collaboratively on projects, including grant initiatives. Annual business interest-holder convening / panel with reports from supply-side service delivery partnersⁱ who co-host ACWDB BEAT monthly meetings to gain insights on career training and employment needs that match local business interests. Review completed ACWDB's Annual Effectiveness in Serving Employers Report for PY 2024/2025 to identify key interest-holders and contacts. Develop and use key performance indicators tools to track progress, create tasks, objectives, and due dates.
2. BSU presentations and feedback from six or more Chambers of Commerce, Economic Development offices, and/or Industry Association groups.		✓		
3. Identified strong key interest-holder partnerships.		✓		
4. Convening of 1 st ACWDB Business Engagement Action Team (BEAT) bi-annual roundtable.				

QUARTER 2 (OCTOBER – DECEMBER)		OBJECTIVE 1.2: Conduct an initial needs assessment with interest-holders to identify gaps and opportunities.		
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Understand the training pipelines and programs for entrepreneurship, pre-apprenticeship, and apprenticeship pathways, career and technical training, and understand business recruitment, talent retention, and general hiring needs, aligned to ISOF ⁱⁱ .		✓		<ul style="list-style-type: none"> Identify existing local area needs assessments, develop and conduct assessments where needed; utilizing survey tools, business feedback forms, convening focus groups, and meeting with identified employer-facing entities.ⁱⁱⁱ Align and convene identified interest-holders in support of sector partnerships approved in the ACWDB Two-Year Action Plan inclusive of youth and young adults, justice involved, people with disabilities, and other target populations. Share information about On-the-Job Training (OJT), Customized / Incumbent Worker Training, tax credits, and other employer incentives. Identify Rapid Response and Rapid Re-employment needs and strategies for lay-off aversion. Assess needs and opportunities for Work Based Learning (WBL) programs, including apprenticeships and internships. Use reporting tools to convey gaps and opportunities identified by both supply-side service delivery partners and employer-facing entities convened in Q-1 and Q-2. Convene identified interest-holders and identify new employer and community interest-holders to support panel discussion and logistics planning on impact of AI and Cybersecurity on workforce. Leverage local collaboratives focused on ISOF industry and occupational pathways to participate in career fairs and outreach events that enable gathering of employer evaluation and survey responses.
2. AI / Cybersecurity Employer Panel: Impact on Workforce.		✓		
3. Development of key initiatives to work collaboratively with Q-1 identified interest-holders.				
4. Created / renewed contracts (if funding is available) or seek grants that assist with identifying gaps and opportunities.				

QUARTER 3 (JANUARY – MARCH)	OBJECTIVE 1.3: Re-evaluate and update outreach strategies, materials, and tools for employer engagement.			PROCESS / TOOLS / RESOURCES
PROJECTED ACHIEVEMENT	ONG	IP	X	
1. Updated employer outreach strategies, materials, and tools.		✓		<ul style="list-style-type: none"> Expand newsletter outreach to additional employer-facing partner newsletters and websites to support increased employer engagement. Use data tools to further assess outreach strategies deployed in FY 2024 Q-4. Update outreach materials, where needed, to increase employer engagement. Review and identify new opportunities for contracts that support employer engagement. Use internal tracking tools to monitor On-the-Job-Training (OJT), Customized / Incumbent Worker Training, Lay-Off Aversion, Rapid Response activities, and tax incentive programs; identifying opportunities to increase employer engagement with career training and employment programs. Continue leveraging local collaboratives to connect with employers by identifying , conveying, and participating in career fairs and outreach events, further increasing employer engagement. Review current and update expired contracts that support employer engagement goals. Review former Additional Assistance Applications and CWDB website for guidance to apply.
2. WARN activity assessment for completion of CWDB Additional Assistance Application to serve Dislocated Workers.				
3. Increased employer engagement by 20%.				

QUARTER 4 (APRIL – JUNE)	OBJECTIVE 1.4: Develop business insights for partner and strategy development.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Enhanced insights on employer talent development and recruitment needs.		✓		<ul style="list-style-type: none">▪ Workforce analytics tools to identify workforce trends, identify skills gaps, and forecast future needs.▪ Employer survey and evaluation responses from pre and post career fairs, digital outreach tools, and other information gathering resources.▪ Virtual meetings via Microsoft Teams or Zoom, and in-person meetings to facilitate communication and collaboration with identified partners, ensuring alignment and shared insights.▪ Review insights gained from supply-side service providers, employer-facing entities, and demand-side businesses on career training and employment needs to support increased employer engagement.▪ ACWDB BEAT monthly meeting reports to ACWDB facilitated bi-annual roundtable by the supply-side service delivery agency co-host(s) on career training and employment needs.▪ Prepare for alignment between business needs and career training programs.
2. Identified skills gaps to align with training programs.				
3. Improved data-driven decision making to align actionable insights to business talent engagement and acquisition goals.				
4. Convening of 2 nd ACWDB Business Engagement Action Team (BEAT) bi-annual roundtable.				

OBJECTIVE II: Interest-holder Engagement and Collaboration

Promoting the local economy.

Objective 2.1: Develop and implement customized workforce development initiatives and events based on interest-holder feedback and align resources.

Objective 2.2: Promote interest-holder collaboration, brokering connections between anchor institutions, employer-facing partnerships, and supply side service delivery system partners.

Objective 2.3: Explore funding resources to expand business services delivery.

Objective 2.4: Evaluate ACWDB business services alignment with workforce, and training initiatives.

YEAR 2 - QUARTER 1 (JULY – SEPTEMBER)	OBJECTIVE 2.1: Develop and implement customized workforce development initiatives and events based on interest-holder feedback and align resources.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Development and promotion of workforce initiatives with 3 identified key interest-holders.				<ul style="list-style-type: none"> Review strengths and weaknesses of invested interest-holder partnerships to further identify and support opportunities yielding the greatest return on investment.
2. Alignment of resources to workforce initiatives and events.				<ul style="list-style-type: none"> Engagement of fair chance employers for Annual Fair Chance Job & Resource Fair, and Homeless Resource and Career Fair.
3. Convening of 3 rd ACWDB Business Engagement Action Team (BEAT) bi-annual roundtable.				<ul style="list-style-type: none"> Align resources and employer incentives to workforce initiatives such as bridging opportunities for On-the-Job Training (OJT) to Apprenticeship. Leverage social media and other distribution channels to promote collaboration and build awareness of supported initiatives. Feedback from supply-side service providers monthly ACWDB BEAT.

QUARTER 2 (OCTOBER – DECEMBER)	OBJECTIVE 2.2: Promote interest-holder collaboration, brokering connections between anchor institutions, employer-facing partnerships, and supply side service delivery system partners.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. 1 st annual ACWDB BEAT Employer Symposium to align efforts and initiatives.				<ul style="list-style-type: none">▪ Leverage EASTBAY Works and Eastbay EDA to identify opportunities to connect and engage anchor institutions^{iv} and employer-facing partnership organizations to convene on an annual basis.▪ Identify co-host(s) to support coordination of supply-side service delivery system partners, anchor institutions, and employer-facing partnerships.▪ Identified employers interest in customized and incumbent worker training needs.▪ Review and identify new opportunities for contracts that further support business engagement and collaboration (i.e. Project Equity, California Employer’s Association (CEA)).
2. 1 st ACWDB BEAT Employer Spotlight Event planned.				
3. Metrix Contract Management and IWT Program Alignment to Customized Training Needs				
4. Updated contract review and implementation to support training, employment, and entrepreneurship pathways.				

QUARTER 3 (JANUARY – MARCH)	OBJECTIVE 2.3: Explore funding resources to expand business services delivery.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. WARN activity assessment for completion of CWDB Additional Assistance Application.				<ul style="list-style-type: none">California Workforce Development Board (CWDB), California Employment Training Panel (ETP), Department of Industrial Relations (DIR), economic development grants, private sector partnerships, and other resources.Leverage local and regional collaboratives and news highlights of industry professionals and organizations committed to champion aligned goals.Meet with key representatives from anchor institutions, public government, and demand-side businesses.
2. Quality Care Health Foundation (QCHF) Upskilling program reassessment.				
3. Established Public-Private Partnerships with key invested interest-holders.				

QUARTER 4 (APRIL – JUNE)	OBJECTIVE 2.4: Evaluate ACWDB business services alignment with identified workforce and training initiatives.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Exhausted Customized Training funds helping local businesses meet employee upskilling needs and train job seekers.				<ul style="list-style-type: none">Review Year 2, quarter 1 – 3 achievements.Utilize evaluation tools such as employer and Career Service Provider feedback forms, and reporting logs for OJT, and Customized Training programs.Review BSU business services engagement tracking tools to identify business services delivery gaps to re-engage businesses with identified needs.Obtain report from supply-side service providers monthly ACWDB BEAT.
2. Engaged new businesses for referrals to the OJT program.	✓	✓		
3. Aligned OJT funds to Apprenticeship initiatives.				
4. Convened of 4 th ACWDB Business Engagement Action Team (BEAT) bi-annual roundtable.				

OBJECTIVE III: Deeper Collaboration and Industry Alliances

Sustaining the local economy.

Objective 3.1: Re-engage prior interest-holders with refined goals and metrics.

Objective 3.2: Implement interest-holder-informed service delivery enhancements.

Objective 3.3: Expand public-private partnerships and industry alliances.

Objective 3.4: Integrate interest-holders into strategic planning and funding alignment.

YEAR 3 - QUARTER 1 (JULY – SEPTEMBER)	OBJECTIVE 3.1: Re-engage prior interest-holders with refined goals and metrics.			
	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. 2 nd ACWDB BEAT Employer Spotlight Event hosted.				<ul style="list-style-type: none"> ACWDB staff, Career Services Providers, and industry associations referrals of employers for spotlight event. Review KPI tools to review progress, update tasks, objectives, and due dates aligned to metrics and updated employer engagement and event outcomes tracking logs. Obtain report from supply-side service providers monthly ACWDB BEAT to update interest-holder engagement plan to align with goals set. Review landscape analysis updates and metrics to confirm the most essential interest-holder partnerships and potential for new influencers.
2. Convened of 5 th ACWDB BEAT bi-annual roundtable.				
3. Updated strong key interest-holder partnerships.				

QUARTER 2 (OCTOBER – DECEMBER)		OBJECTIVE 3.2: Implement interest-holder-informed service delivery enhancements.		
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. 2 nd annual ACWDB BEAT Employer Symposium to align efforts and initiatives.				<ul style="list-style-type: none"> Obtain report from employer-facing partnership and supply-side service providers monthly ACWDB BEAT to support planning of Employer Symposium. Interest-holder mapping and engagement tracking tools and KPI's. ACWDB BEAT with actionable takeaways ensuring alignment between supply-side and demand-side partners. Metrics dashboard to track progress and allow real-time monitoring of interest-holder engagement effectiveness and alignment with ACWDB goals. ACWDB BSU newsletter and other intentional narratives and communication frameworks. Evaluation tools to assess enhancement strategies and initiatives connected to larger ACWDB goals. Review and update alignment of BEP to ACWDB local area plan. Review current contracts and new contract opportunities.
2. Formed a comprehensive interest-holder analysis with measurable improvements through prioritized interest-holder input and collaboration.				
3. Measurable improvements to structured framework for engaging interest-holders with clearly defined roles, responsibilities, and communication channels.				
4. Hosted public-private interest-holder collaborative workshops, focus groups, and meetings to further align business service delivery, challenges, and opportunities.				
5. Aligned of enhancement strategies with broader ACWDB goals.				
6. Updated contract review and implementation.				

QUARTER 3 (JANUARY – MARCH)		OBJECTIVE 3.3: Expand public-private partnerships and industry alliances.		
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Updated and identified new industry associations and regional collaboratives focused on updated career training and employment pathways aligned to ISOF.				<ul style="list-style-type: none"> Utilize existing, or create a new, industry association mapping database to comprehensively track, categorize, and align regional industry associations with ISOF pathways to allow identification of training partnerships. Leverage Department of Industrial Relations (DIR) Department of Apprenticeship Standards (DAS) apprenticeship development toolkit and resources to standardize employer engagement and simplify creation of new apprenticeship programs. Database of private sector participation levels with clear value propositions, commitment structures, and tracking mechanisms for each contribution type. ACWDB BEAT's virtual solution hub and feedback from monthly ACWDB BEAT meetings to obtain report from employer-facing partnership and supply-side service providers. Outcome measurement tools or system to provide a comprehensive evaluation framework with standardized metrics to assess the effectiveness of industry partnerships, apprenticeship programs, resource sharing arrangements, and piloted solutions, allowing for data-driven decision making and continuous improvement.
2. Increased opportunities for registered apprenticeships.				
3. Implementation of a shared investment model enabling opportunities for private sector resource matching of monetary, in-kind, and professional expertise aligned to identified workforce initiatives.				
4. Created a virtual collaborative solutions hub led by ACWDB BEAT that allows industry and supply-side service delivery system partners to jointly pilot solutions.				

QUARTER 4 (APRIL – JUNE)	OBJECTIVE 3.4: Integrate interest-holder into strategic planning and funding alignment.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Convened 6 th ACWDB BEAT bi-annual roundtable. 2. Explored implementation of a strategic planning integration team.				<ul style="list-style-type: none"> Feedback from monthly ACWDB BEAT aligned to Q-4 objective. ACWDB BEAT support to identify 10 or more key interest-holders representing diverse sectors aligned to ISOF to prioritize workforce initiatives and help determine funding opportunities. ACWDB discretionary funding and core business services training funding alignment to core identified initiatives, such as apprenticeship programs. ACWDB staff, the BEAT members, and invested interest-holders funding inventory assessment tools, communications, and formal agreements to align complementary resources toward shared strategic priorities. ACWDB BEAT and other community resources to assess feasibility to implement a formalized advisory body comprised of industry representatives who meet quarterly to review strategic planning and align workforce initiatives to evolving labor market needs.
3. Supported ACWDB cross-system resource mapping to identify funding streams across interest-holder organizations, including private-sector partnerships.				
4. Implemented a stake-holder driven investment framework.				

OBJECTIVE IV: Scaling Local Area Workforce Investment Best Practices

Growing the local economy.

Objective 4.1: Identification and documentation of achievements and best practices to scale.

Objective 4.2: Scale guidelines for interest-holder engagement, resource allocation, and performance metrics.

Objective 4.3: Implement local pilot programs and workforce initiatives to scale.

Objective 4.4: Establish a scalable strategic planning and funding model, fully integrating interest-holders voice in future BEP iterations.

YEAR 4 - QUARTER 1 (JULY – SEPTEMBER)	OBJECTIVE 4.1: Identification and documentation of achievements and best practices to scale.			PROCESS / TOOLS / RESOURCES
	ONG	IP	X	
1. Convened 7 th ACWDB BEAT bi-annual roundtable.				<ul style="list-style-type: none"> Feedback from supply-side service providers monthly ACWDB BEAT. Coordinate with Eastbay EDA, EASTBAY Works, and repository sources and tools to customize a best-practices repository. Gain insights from ACWDB BEAT to obtain and standardize case studies detailing implementation steps, outcomes, and scalability factors. Work with invested interest-holders to identify employers willing to support implementation of an industry-validated success model to use as an evaluation framework. Local and regional workforce trainings, webinars, hosted events by chambers of commerce, regional collaboratives, economic development offices, and industry associations.
2. 3 rd ACWDB BEAT Employer Spotlight Event planned.				
3. Created a best-practices repository documenting the past 4 years of successful workforce initiatives.				
4. Developed a collaboratively designed formal evaluation framework identifying up to 10 critical success indicators for workforce programs across industry sectors.				
5. BSU staff continued participation in workforce peer learning networks, industry training, and regional collaboratives to expand workforce knowledge and best practices.				

QUARTER 2 (OCTOBER – DECEMBER)	OBJECTIVE 4.2: Scale guidelines for interest-holder engagement, resource allocation, and performance metrics.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. 3 rd annual ACWDB BEAT Employer Symposium to align efforts and initiatives.				<ul style="list-style-type: none">Existing interest-holder engagement playbooks or industry guidance from interest-holders on options for creation.Leverage contributions of interest-holders participating on ACWDB Committees, employers, anchor institutional representatives, and employer-facing partners and ACWDB staff to support creation of resource allocation framework.Utilize existing metrics, data collection, and reporting tools to create a performance measurement toolkit to support evaluation goals across workforce initiatives.Review current and new contracts.
2. Interest-holder engagement playbook created.				
3. Transparent resource allocation framework developed to use as a decision-making tool prioritizing workforce investment based on quantifiable criteria (ROI, labor market demand, equity considerations).				
4. Improved performance measurement toolkit consisting of metrics, data collection methods, and reporting templates to evaluate program effectiveness.				
5. Updated contract review and implementation.				

QUARTER 3 (JANUARY – MARCH)	OBJECTIVE 4.3: Implement local pilot programs and workforce initiatives to scale.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Successfully supported alignment for apprenticeship programs.				<ul style="list-style-type: none"> Work with ACWDB BEAT interest-holders to identify pilot-to-scale methodology and implementation criteria aligned to BSU program resources.
2. Piloted local workforce initiatives aligned with OJT and customized training programs.				<ul style="list-style-type: none"> Review current and former regional partnership and labor market needs to identify regional workforce partners to scale local pilots, with standardized implementation supports aligned to best practices. Utilize regional workforce collaboratives, including training providers, businesses, and employer-facing partners to establish or expand a structured workforce innovation pipeline to identify, test, and evaluate emerging workforce approaches.

QUARTER 4 (APRIL – JUNE)	OBJECTIVE 4.4: Establish a scalable strategic planning and funding model, fully integrating interest-holders voice in future iterations of the BEP.			
PROJECTED ACHIEVEMENT	ONG	IP	X	PROCESS / TOOLS / RESOURCES
1. Convened 8 th ACWDB BEAT bi-annual roundtable.				<ul style="list-style-type: none"> Feedback from supply-side service providers monthly ACWDB BEAT. Work with essential ACWDB staff and BEAT members to ensure interest-holder participation at each stage of the BEP, with transparency. Leverage existing, or create new, interest-holder engagement platforms to manage participation throughout the planning process, including tools for input collection, consensus building, and progress tracking. Explore and document data relating to participant demographics, engagement levels, and interest-holder voice. Utilize cross-system data integration frameworks, resource mapping and alignment tools to highlight potential integration opportunities such as blended funding approaches and to track measurable outcomes. Reference existing tools and resources to improve systematic methodology for documenting successful implementation practices such as templates to capture workflows, decision points, interest-holder roles, and resource requirements.
2. Implemented a formal interest-holder integrated planning system.				
3. Developed a multi-source funding alignment model with a coordinated funding approach consisting of blended resources.				
4. Explored creation of a BEP Workforce Guide to use as a roadmap with comprehensive blueprints detailing the steps, tools, and resources required to implement the interest-holder-integrated strategic planning and funding model.				

ⁱ Supply-Side Service Delivery Partners: WIOA Contracted Adult/Dislocated Worker and Youth Service Providers, Department of Rehabilitation, CA Employment Development Department (EDD) that serve job seekers.

ⁱⁱ CWDB's [Industry Sector and Occupational Framework \(ISOF\)](#) consists of identified industry sectors and occupations that are projected to grow, offer livable wages, or are considered quality jobs with high road employers.

ⁱⁱⁱ Employer-Facing Entities: Alameda County Social Services Agency (AC SSA), East Bay Economic Development Alliance, Chambers of Commerce, Alameda County Area Small Business Development Center (SBDC), Alameda County Community Development Agency (CDA), Sector Partnerships.

^{iv} Anchor Institutions: Locally situated large place-based organizations, such as Port of Oakland, Alameda Health System - Hospitals, Sutter Health, and Kaiser Permanente, that have financial and community impact including small business procurement opportunities and human resources hiring.

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